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CHAPTER 13  
Leading teams

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WHAT IS A TEAM?

- A **team** is:
  - A unit of two or more people who interact and coordinate their work to accomplish a specific goal
- **4 components:**
  - Require two or more people
  - Regular interaction
  - Share a performance goal
    - e.g. build a new hand-held computer

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## FIVE CONTRIBUTIONS TEAMS MAKE

EXHIBIT 18.2  
Five contributions teams make




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## TYPES OF TEAMS

- Two most common types:
- Functional team
  - A team composed of a manager and his or her subordinates
  - Also called a command team
  - May include 3-4 levels of hierarchy
- Cross-functional teams are composed of employees from
  - About the same hierarchical level
  - Different areas of expertise
- Examples:
  - Task force
  - Special-purpose team

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## SELF-MANAGED TEAMS

- A team that consists of **multiskilled** employees who **rotate** jobs to **produce an entire product or service**
- Often led by an elected team member
- **Central idea** is the team themselves, not the managers or supervisors (contd.)

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## SELF-MANAGED TEAMS CONTD.

- Self-managed teams are permanent teams
- Team characteristics:
- Team includes employees with several skills and functions
- The team is given access to resources such as information, equipment, machinery and supplies needed to perform the **complete** task
- The team is empowered with decision-making authority

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## THE DILEMMA OF TEAMS

- Teams can be perceived positively or negatively
- 3 primary reasons presenting a dilemma for many people:
  - Fear of giving up independence
  - Presence of free riders
  - Fear of dysfunction

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## FIVE COMMON DYSFUNCTIONS IN TEAMS

**EXHIBIT 18.5**  
Five common dysfunctions in teams

DYSFUNCTION	EFFECTIVE TEAM CHARACTERISTICS
<b>Lack of trust</b> – People don't feel safe to reveal mistakes, share concerns or express ideas.	<b>Trust</b> – Members trust one another on a deep emotional level; feel comfortable being vulnerable with one another.
<b>Fear of conflict</b> – People go along with others for the sake of harmony; don't express conflicting opinions.	<b>Healthy conflict</b> – Members feel comfortable disagreeing and challenging one another in the interest of finding the best solution.
<b>Lack of commitment</b> – If people are afraid to express their true opinions, it's difficult to gain their true commitment to decisions.	<b>Commitment</b> – Because all ideas are put on the table, people can achieve genuine buy-in around important goals and decisions.
<b>Avoidance of accountability</b> – People don't accept responsibility for outcomes; engage in finger-pointing when things go wrong.	<b>Accountability</b> – Members hold one another accountable rather than relying on managers as the source of accountability.
<b>Inattention to results</b> – Members put personal ambition or the needs of their individual departments ahead of collective results.	<b>Results orientation</b> – Individual members set aside personal agendas; focus on what's best for the team. Collective results define success.

Sources: Based on Patrick Lencioni, *The Five Dysfunctions of a Team* (New York: John Wiley & Sons, 2002); and P. Lencioni, October 2009, *Dissolve Dysfunction: Begin Building Your Dream Team*, *Leadership Excellence*, 20.

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## MODEL OF TEAM EFFECTIVENESS

- Effective teams are **built** by managers who take specific actions
- **Work team** effectiveness depend on 3 outcomes:
  - Productive output
  - Personal satisfaction
  - Capacity to adapt and learn

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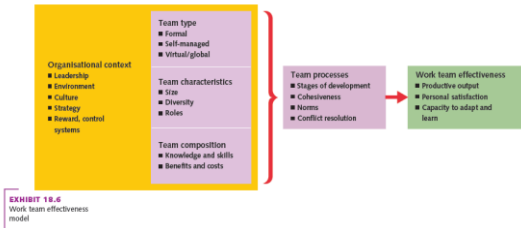
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## WORK TEAM EFFECTIVENESS MODEL



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## VIRTUAL TEAMS

- Uses computer technology and groupware so that geographically distant members can collaborate on projects and reach common goals
- A **primary** advantage: can utilise most talented group of people in complex projects
- Also present **challenges**:
  - Trust and relationships building
  - Shaping culture
  - Monitoring progress
  - Rewarding members

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## STAGES OF TEAM DEVELOPMENT CONT.

After creation, a team goes through distinct stages:

- Norming
  - Conflicts are resolved and team harmony and unity emerge
- Performing
  - Members focus on problem solving and accomplishing team's assigned task
- Adjourning
  - Members prepare for the team's disbandment

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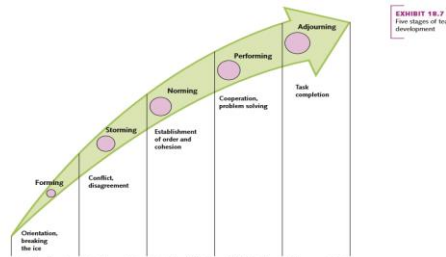
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## FIVE STAGES OF TEAM DEVELOPMENT



Sources: Based on the stages of small group development in Bruce W. Tuckman (1965), Developmental Sequence in Small Groups, Psychological Bulletin, 62, 384-90, and B. W. Tuckman and M. A. Jensen (1977), Stages of Small Group Development Revisited, Group and Organizational Studies, 2, 419-27.

EXHIBIT 18.7 Five stages of team development

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## TEAM COHESIVENESS

- Refers to the extent to which team members are attracted to the team and motivated to remain in it
- Determinants of cohesiveness:
  - Team interaction
  - Shared goals
  - Personal attraction to the team

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## TEAM NORMS

- A **standard of conduct** that is shared by team members and guides their behaviour
- Four ways team norms develop:
  - 1 Critical events (in team's history)
  - 2 Primacy (first behaviour)
  - 3 Carryover behaviour
  - 4 Explicit statements

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## MANAGING TEAM CONFLICT

- **Conflict**: an antagonistic interaction in which one party attempts to thwart the intentions or goals of another
- Types:
  - Task conflict
  - Relationship conflict
- Causes of conflict
  - Competition over scarce resources
  - Communication breakdown
  - Goal differences
  - Lack of trust (contd.)

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## MANAGING TEAM CONFLICT CONTD.

- Teams and individual have different styles for dealing with conflict
- 5 styles model:
  1. Dominating style
  2. Avoiding style
  3. Compromising style
  4. Accommodating style
  5. Collaborating style

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## A MODEL OF STYLES TO HANDLE CONFLICT



**EXHIBIT 18.10**  
A model of styles to handle conflict

Source: Adapted from Kenneth Thomas, 'Conflict and Conflict Management', in *Handbook of Industrial and Organizational Behavior*, ed. M. D. Dunnette (New York: John Wiley, 1976), p. 900; and Nan Peck, (20 September 2005), Conflict 101: Styles of Fighting, North Virginia Community College website, <http://www.nvcc.edu/home/peck/vconflict/home/conflict/Conflict101/conflictstyles.htm> (accessed 13 April 2011).

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## TYPES OF NEGOTIATION

Conflicting parties can approach from **two different perspectives**:

- Integrative negotiation:
  - A collaborative approach
  - Based on a win-win principle
- Distributive negotiation
  - A competitive and adversarial approach
  - Each party tries to get as much as it can at the expense of the other party

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## RULES FOR REACHING A WIN-WIN SOLUTION

- 4 key **strategies** for achieving a win-win solution:
  1. Separate the people from the problem
  2. Focus on interests, not current demands
  3. Listen and ask questions
  4. Insist that results be based on objective standards

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## IMPLEMENTING SUSTAINABLE DEVELOPMENT THROUGH TEAMWORK

- A response to **new complexities** in the environment
- **Top management** can work together to design strategy and implement sustainable practices
- Use an enthusiastic, expert team to be able to:
  - Create vision
  - Create strategy
  - Create initiatives
  - Organise implementation

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